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REPORT OF THE SECRETARY-GENERAL ON THE WORK OF THE ORGANIZATION

COMPREHENSIVE REVIEW OF THE WHOLE QUESTION OF PEACE-KEEPING OPERATIONS IN ALL THEIR ASPECTS

Improving preparedness for conflict prevention and peace-keeping in Africa

Report of the Secretary-General

I. INTRODUCTION

1. In "An Agenda for Peace" (A/47/277-S/24111), I drew attention to the untapped potential of regional organizations in the maintenance of international peace and security and in the "Supplement to An Agenda for Peace" (A/50/60-S/1995/1), I stressed the importance of helping regional organizations develop a capacity for preventive action, peacemaking and, where appropriate, peace-keeping. The Security Council, in a statement issued by its President on 22 February 1995 (S/PRST/1995/9), encouraged me to consider ways and means of improving practical cooperation and coordination between the United Nations and regional organizations and arrangements and drew particular attention to the needs of the Organization of African Unity (OAU).

2. In its report of 22 June 1995 (A/50/230), the Special Committee on Peace-keeping Operations welcomed the efforts of certain Member States to elaborate concrete proposals for improving the capacity to respond rapidly and effectively to emergency situations in Africa, in particular through cooperation with OAU. These proposals included matters such as training, the identification of equipment needs, and planning of the logistical resources necessary for the deployment of conflict prevention and peace-keeping personnel. The Committee invited me to develop these proposals for consideration by the General Assembly.

3. The present report is submitted in response to these requests from the Security Council and the Special Committee.

4. The founders of the United Nations, in Chapter VIII of the Charter of the United Nations, envisaged an important role for regional organizations in the maintenance of international peace and security. It is increasingly apparent that the United Nations cannot address every potential and actual conflict troubling the world. Regional or subregional organizations sometimes have a comparative advantage in taking a lead role in the prevention and settlement of conflicts and to assist the United Nations in containing them. In this connection, the increase of United Nations activities in the area of peace and security in Africa has been marked by a parallel increase in the activities of OAU and subregional arrangements. The establishment of the OAU Mechanism on Conflict Prevention, Management and Resolution in June 1993 was an important step forward in strengthening African capacity in preventive diplomacy, peacemaking and, where possible, peace-keeping. These efforts, however, have been severely constrained by a lack of resources. Recent initiatives on the part of the United Nations, OAU and subregional arrangements, as well as by States outside the region, have been geared towards addressing these constraints with the aim of strengthening African capacity to respond to crisis situations.

5. These initiatives are a positive development. Yet in order to have maximum effect, they must be developed and coordinated within an overall framework. The present report, which was prepared in consultation with OAU officials, is a first step towards this end. In this connection, the initiatives and recommendations outlined herein are relatively modest. They focus mainly on building a strong foundation necessary to support more ambitious initiatives which can be undertaken at a later stage.

II. PREVENTIVE DIPLOMACY, PEACEMAKING, AND PEACE-BUILDING

6. OAU and subregional arrangements in Africa have taken an active interest in examining possibilities for regional measures of collective security. During its sixty-second ordinary session, held at Addis Ababa from 21 to 23 June 1995, the OAU Council of Ministers reiterated the primary role of the United Nations in maintaining world peace and security. Yet it noted that, while preventive diplomacy should always remain the priority, Africa should seriously endeavour to develop and enhance its capacity to participate in the field of peace-keeping, either under the aegis of the United Nations or, in exceptional circumstances, that of OAU.

7. In its 22 June report (A/50/230), the Special Committee on Peace-keeping Operations reaffirmed the important role that regional organizations and arrangements could play in contributing to the maintenance of international peace and security. It encouraged the strengthening of cooperation between the United Nations and regional organizations, in accordance with Chapter VIII of the Charter and with their respective mandates, scope and composition, in order to enhance the capability of the international community to respond rapidly to disputes and conflicts.

8. The United Nations and OAU cooperate in a number of areas in conflict prevention, management and resolution. The two organizations now consult regularly on key African questions with a view to coordinating initiatives and actions on a broad spectrum of political issues, including the prevention and

resolution of conflicts in Africa. Since 1990, the United Nations and OAU have cooperated on initiatives to prevent, manage or resolve, conflicts in many parts of Africa, including Angola, Burundi, Lesotho, Liberia, Mozambique, Rwanda, Sierra Leone, Somalia, South Africa and Western Sahara. Yet, there is a need to strengthen further mechanisms for coordination, consultation and cooperation in the respective headquarters as well as in the field. The establishment of the OAU Mechanism makes it possible to move towards a more systematic framework of cooperation. The OAU Secretary-General and I have discussed the need to build closer ties between the organizations, with a view to enhancing our mutual capacity for the maintenance of peace and security and coordinating our efforts in this regard.

9. The degree to which the United Nations and OAU are now simultaneously involved in complementary efforts to prevent, manage or resolve conflicts now warrants the posting of a United Nations liaison officer at OAU headquarters. This would go a long way towards facilitating an efficient use of resources and the coordination of efforts in some of Africa's most delicate and challenging situations. In addition, subject to availability of the necessary resources, the two organizations have agreed to establish a staff exchange programme to assist OAU to strengthen its Mechanism on Conflict Prevention and Management and Resolution and reinforce collaboration between the two organizations, both at Headquarters and at the field level.

10. The OAU Mechanism is in the process of upgrading its automated information capability and is now developing a database to assist with early warning. Subject to funding, it is proposed that the United Nations assist in organizing an OAU situation room to receive and disseminate information, to stay abreast of political developments in Africa and to monitor ongoing efforts to prevent, manage and resolve conflicts. This would involve initially a short-term visit by a small technical team from United Nations Headquarters, followed by ongoing staff exchanges between the two organizations. Consideration could also be given to the possibility of the United Nations and OAU using national media, particularly radio programmes, to disseminate information on current efforts by the two organizations to prevent and resolve certain conflicts.

11. Regional organizations have traditionally been active in preventive diplomacy and peacemaking. Where the United Nations and one or more regional organizations have cooperated in dealing with a particular dispute, the forms of such cooperation have varied, ranging from consultation and coordination to the appointment of a joint representative. In other cases, ad hoc groups of States have supported the efforts of the United Nations or taken the lead themselves in peacemaking. Preventive diplomacy and peacemaking are fields of activity in which regional organizations are often well placed to achieve results and where a measure of devolution to the regional level would seem to be most appropriate.

12. The key to closer cooperation and coordination between the United Nations and OAU in preventive diplomacy lies in a structured and constant exchange of information on emerging crises at a sufficiently early stage. Consideration could be given to joint reviews of potential and existing conflicts with a view to coordinating initiatives and actions. To facilitate this process, effort would need to be made to mobilize the financial and technical assistance

necessary to build the institutional capacity of the OAU secretariat in these areas and to further strengthen the Mechanism.

13. The two organizations could explore possibilities for engaging in regular joint peacemaking activities in Africa, especially through OAU involvement with, and participation in, United Nations initiatives. Successful peacemaking will depend on the capacity for sustained support and assistance. Ideas could be exchanged on how the United Nations could help to mobilize financial and logistic support to specific peacemaking activities of OAU and for the development of training programmes on the settlement of disputes. In certain instances, the United Nations could provide support to OAU to enhance its capacity in a preventive diplomacy or peacemaking mission. Moreover, the two organizations could co-sponsor national and regional seminars to facilitate dialogue among contending groups and parties and to contribute to agreements and arrangements to prevent, control or resolve conflicts.

14. OAU has initiated training in electoral assistance and democratic transition activities which could be strengthened with additional information and support from the United Nations. An important step was taken in this regard when OAU became a member of the Electoral Assistance Information Network established in October 1992, coordinated by the United Nations Electoral Assistance Unit. The United Nations could also make it possible for OAU to benefit from United Nations programmes concerned with good governance, peace-building and participatory democracy.

III. PEACE-KEEPING

15. A number of practical difficulties, including a lack of experienced personnel, insufficient material resources and the slow deployment of troops and equipment, has affected the implementation of peace-keeping mandates, especially in the start-up phases. These difficulties were dramatically underscored in the painfully slow expansion of the United Nations Assistance Mission for Rwanda (UNAMIR). At a time when scores of people were being massacred every day, it took about three months, following the authorization of UNAMIR's expansion under Security Council resolution 918 (1994) of 17 May 1994, to obtain the necessary troops, prepare them for deployment, procure essential equipment, and transport the troops and equipment to the mission area. This delay compromised the operational capabilities of the mission. Any effort to examine means of strengthening capacity for peace-keeping in Africa should, therefore, address these constraints as a priority.

16. It must be recognized, however, that these difficulties are not confined to operations in Africa but affect, in varying degrees, the implementation of all peace-keeping operations. In my report on effective planning, budgeting and management of peace-keeping operations (A/48/945 and Corr.1), dated 25 May 1994, I presented a number of proposals for improving the capacity of the United Nations to prepare for and implement peace-keeping operations. The General Assembly has endorsed many of the suggestions presented in that report and is scheduled to resume its consideration of the matter at its present session. At the same time, additional measures should be considered to enhance the capacity

of individual Member States, as well as regional organizations, to participate in peace-keeping operations.

17. While the role of OAU and the subregional organizations in peace-keeping operations is likely to remain limited, at least for the near future, regional efforts, as foreseen under Chapter VIII of the Charter, can assist in enhancing the capacity of the international community to address conflicts in Africa. Improving preparedness for peace-keeping on the continent should, therefore, be viewed as a cooperative endeavour between the United Nations, OAU and subregional organizations, with a view to optimizing the use of available resources.

A. Personnel and training

1. United Nations stand-by arrangements

18. The most important element in any peace-keeping operation on the ground is trained and adequately equipped personnel. Enhancing the capacity of African States to provide such personnel would be helpful regardless of whether the operations in which they participate are conducted by the United Nations, OAU, a subregional organization or a multinational coalition.

19. The United Nations stand-by arrangements comprise a system of national forces and other capabilities, which Member States maintain at an agreed state of readiness as a possible contribution to a United Nations peace-keeping operation. These arrangements provide a framework within which to register the current peace-keeping capacity of African States and to enhance their preparedness to respond more quickly and effectively when a peace-keeping operation is required. The United Nations is now collecting detailed information on the personnel and equipment available through stand-by arrangements, with a view to enhancing planning and ensuring timely deployment. Subject to the agreement of the countries concerned, it is proposed to share information with OAU, which can play a valuable role in securing, from its Member States, the troops and other resources necessary for a peace-keeping mission. Individual African Governments may also wish to share with OAU and each other the details of their involvement in the United Nations stand-by arrangements.

20. The Stand-by Arrangements Management Team of the Department of Peace-keeping Operations of the Secretariat is currently giving priority to consultations with relevant Governments with a view to increasing the number of African participants and, with regard to the 10 African countries that have already agreed to participate, to obtaining essential information on capabilities and volumetrics, as well as gaps in the area of equipment. In addition, consideration is being given to the possibility of a readiness seminar, which the Stand-by Arrangements Management Team could conduct with OAU and relevant Governments.

21. Once units are identified for stand-by arrangements, it is the responsibility of the contributing countries to maintain them in an agreed state of readiness so that they can be called upon when needed. This involves

training the proposed troops in the background of United Nations peace-keeping, standard procedures and guidelines for action, as well as the use of specialized equipment standard to such missions.

22. Under established policy, the countries participating in peace-keeping operations are expected to provide fully equipped units that are self-sufficient for a period of 60 days following their deployment to a given theatre of operations. However, some contributing countries have had difficulties in ensuring that their troops are deployed with the required equipment. These difficulties create significant deployment delays and undermine the operational capability of peace-keeping operations. In crisis situations, such as Rwanda, this can have tragic consequences. The concept of stand-by arrangements makes it possible to plan for and organize equipment requirements to support troops well in advance of deployment, ensuring that all recommended items are available and ready for timely shipment when needed. In this connection it is my intention, within the framework of the stand-by arrangements, to promote bilateral "partnerships" among nations with complementary strengths, according to which one country would make the necessary troops available, while another would provide the equipment required to meet anticipated shortfalls in specialized and heavy equipment needs. These partnerships would include training in the use and maintenance of the equipment on a bilateral basis.

23. In promoting peace-keeping partnerships, the first step is to know exact equipment needs, as well as the type and quantity of equipment that might be available in addition to (or exclusive of) troop contributions. This is the kind of information that the Stand-by Arrangements Management Team is now eliciting in its discussions with participating Governments. In this way it is establishing a "preparedness database" detailing, for each Member State interested in contributing troops to participate in peace-keeping operations, the specifics of their available troops (numbers, type and configurations) and related equipment holdings, noting any shortfalls. Full advance knowledge of the available resources and outstanding requirements will allow for arrangements to be made to alleviate the shortfalls and thereby better prepare the Organization for future deployments, helping to ensure full self-sufficiency of a new operation in its crucial early stages. While increasing the number of African States participating in the stand-by arrangements is an ongoing process in the short and medium term, I invite those African States that are already participating to cooperate with the Stand-by Arrangements Management Team to compile a complete picture, by the spring of 1996, of specialized and heavy equipment needs.

24. In the meantime, the United Nations is working with Member States to identify means of ensuring that troops have the proper equipment and are trained in its use before deployment. In this connection, some potential troop-contributing countries are visited by United Nations mobile logistics teams, which assist in determining heavy and specialized equipment requirements, before the countries concerned are called upon to provide troops for an operation. This has been a very useful undertaking in the case of the United Nations Angola Verification Mission (UNAVEM III).

25. As a means of overcoming delays in deployment of peace-keeping operations, the possibility has been raised of the United Nations pre-positioning equipment

in Africa for use by African contingents. This would require the United Nations to procure either the estimated equipment or to solicit equipment donations from other Member States; both options carry substantial financial implications for the Organization. I have not as yet received indications that Member States are prepared to undertake, through the United Nations, the up-front costs of equipping the contingents of a peace-keeping operation. Given this, and the fact that the precise equipment needs of potential African troop-contributing countries are still being discerned in ongoing discussions with a number of African Governments regarding their participation in the stand-by arrangements, this issue may be revisited at a later time.

26. Meanwhile, the recent establishment at Brindisi, Italy, of a United Nations Logistics Base has provided a facility for the refurbishment and storage of surplus equipment from closed peace-keeping missions, to be used in support of other operations as the need arises, and from where it can be shipped to virtually any port in Africa within two to three weeks. Most recently, the Brindisi facility has greatly facilitated the establishment of UNAVEM III. However, as the bulk of the equipment at Brindisi is non-military and as such intended for the infrastructure of missions rather than for support of troop contingents, the primary focus for provision of those equipment requirements will continue to be the partnership arrangements described above. Upon the request of these partnerships, consideration could be given, on a case-by-case basis, to storing peace-keeping equipment thus provided at Brindisi on a space-available and at-cost basis.

2. Training

27. While the primary responsibility for the training of troops and officers for peace-keeping operations rests with their national Governments, the United Nations has developed valuable training tools designed to assist Member States and regional institutions in the development of peace-keeping skills. There are a number of training activities that could be pursued, in the context of strengthening the capacity for peace-keeping in Africa, both within and outside the context of stand-by arrangements.

28. The United Nations conducts regional peace-keeping workshops, one of which is scheduled to be held in Egypt in February 1996, with invitations issued to current and potential African troop-contributing nations. This workshop is designed to exchange information and to identify training needs, on the basis of which appropriate training exercises will be organized. It is anticipated that one of the areas to be developed is joint peace-keeping seminars, co-sponsored by national staff colleges and the United Nations, with a view to increasing general knowledge and understanding of peace-keeping for mid-level and senior military and civilian officers. These seminars, based on manuals and guidelines developed by the United Nations, could include command post exercises and related simulations. In these seminars, particular emphasis will be placed on involving African countries that are part of the stand-by arrangements.

29. Units from African countries participating in the stand-by arrangements should be kept in a relative state of preparedness and should be trained to the same standards, use the same operating procedures and be equipped with

compatible communications equipment as specified in the United Nations tables of organization and equipment, provided to all Member States. In this connection, African States could set aside or earmark ready contingents to be given specialized training in peace-keeping operations. It is proposed that, initially, key members of these units, such as staff officers, logisticians, communications officers and commanders, take part in joint peace-keeping exercises at regular intervals. At a later stage, whole units might take part in these exercises, so that they are ready for deployment at short notice and are already accustomed to working together upon arrival in the mission area. As part of the stand-by arrangements, consideration is also being given to creating a pool of general staff officers who would be trained by United Nations training assistance teams for immediate deployment and to quickly set up a force headquarters, once a new peace-keeping operation has been authorized.

30. Various training materials, covering general aspects of peace-keeping, have been developed by the Secretariat and issued to all the permanent missions to the United Nations to assist Member States in preparing civilian police and military personnel, in accordance with agreed common standards, skills, practices and procedures to participate in peace-keeping missions. Some of the key elements include a United Nations military observers course and handbook, a United Nations civilian police course and handbook, a junior ranks handbook, a command and staff college training module and a peace-keeping training manual.

31. The United Nations has recently established training assistance teams, made up of experienced peace-keepers, provided by Member States on an as-needed basis, to assist interested countries and regional institutions to develop training programmes and train national and regional trainers. These teams are also available to train headquarters staff of United Nations peace-keeping operations. To date, such exercises have been held successfully for the headquarters staff of the United Nations peace-keeping operations in Haiti and Angola. During 1996, emphasis will be placed on the selection and preparation of training assistance teams drawn from experienced African peace-keepers. The United Nations is also preparing a training exercise for senior military and civilian officers who could potentially be called upon to serve in peace-keeping operations. These programmes would be of assistance in training African personnel, as well as personnel from other regions, subject to the fulfilment of funding requirements.

32. Several Member States have recently indicated their intention to strengthen and/or establish national or regional training centres in peace-keeping. The United Nations, in coordination with OAU, can support such efforts through assistance to designated staff colleges and regional centres in the evaluation of training needs and the development of training programmes to meet these needs; ensuring that common training standards, including a common terminology, are met; the provision of training material; and assistance in the coordination of external support. The United Nations is prepared to provide experts, or national experts seconded to the United Nations, as well as training assistance teams to assist these efforts. One request for assistance has already been received and is being addressed.

33. It should be noted, in this connection, that some assistance in peace-keeping training is already being provided on a bilateral basis. These efforts

should be coordinated with the training programmes proposed above. Towards this end, the United Nations is collecting information from Member States on the training they are conducting and to which other nations are invited to send candidates. In this context, the United Nations acts as a clearing-house, or central collection point, of information on these activities, in order to assist Member States interested in building peace-keeping capacity or in providing support for such activities. This information will now be shared routinely with OAU in order further to coordinate efforts.

B. Planning and financing

34. Before a peace-keeping operation is authorized, the United Nations generally conducts technical survey missions, during which detailed operational plans, including an assessment of resource requirements, are formulated. As far as possible, senior civilian and military personnel for the proposed operation are identified and appointed at an early stage, so that they can be associated with the planning process. Key personnel, provided by African countries under the United Nations stand-by arrangements, will be included in these technical planning teams for the operations in which they will be participating.

35. Existing mechanisms for financing United Nations peace-keeping operations do not allow for concrete preparatory activities to be undertaken in advance of a mission being authorized by the Security Council. Accordingly, the financial aspects of enhancing preparedness for peace-keeping in Africa must be considered. Certain proposals made in the present report, especially the idea of "partnerships", would take the form of bilateral assistance (some of which is already occurring) and would represent no direct cost to the Organization. However, to be of maximum usefulness to the international community, there is a need to coordinate such activities. The United Nations stand-by arrangements provide a useful framework within which to do this.

36. Most of the proposals in the present report, falling in the broad categories of stand-by arrangements, training and mechanisms for assisting and cooperating more closely with OAU, have direct, albeit modest, budgetary implications for the United Nations. In due course, it may be necessary to institutionalize these activities, which would be reflected by placing them under the regular budget. In the meantime, I invite Members to contribute to a trust fund that would be dedicated to enhancing preparedness for conflict prevention and peace-keeping in Africa.

C. Cooperation with OAU and subregional organizations

37. In regard to building capacity for peace-keeping, there are several avenues, as described throughout the present report, through which the United Nations can assist States members of OAU. Should OAU or a subregional organization decide, with the support of the Security Council, to undertake a peace-keeping operation or to deploy military observers, the United Nations could provide planning and logistic expertise to help prepare the exercise and evaluate the necessary logistic and financial requirements. The United Nations and OAU, or a subregional organization, could also consider co-deployment of

peace-keeping operations, as is currently the case in Liberia. Should such operations be considered, closely coordinated planning would be an essential prerequisite for their success. Moreover, the lessons learned from the Liberian experience clearly show that, unless such operations are established on a firm and reliable financial basis, their effectiveness and credibility can be undermined. The fact that the Economic Community of West African States (ECOWAS) has had to rely on voluntary contributions to meet many of the logistic requirements of its force has undoubtedly been a major obstacle to the discharge of its responsibilities under the peace agreements. This lesson should be taken into account in considering the financial aspects of peace-keeping activities under regional or subregional arrangements.

IV. OBSERVATIONS

38. The key to enhancing preparedness for conflict prevention and peace-keeping in Africa lies first and foremost with the countries of the continent. Member States outside the region can assist, especially if practical solutions and the resources required to implement them are clearly identified. The United Nations stands ready, for its part, to participate in this process.

39. OAU has made significant strides in recent years in building its capacity for the maintenance of peace and security, especially with regard to preventive diplomacy and peacemaking. Given the varied capacities and the differences in the structures, mandates and decision-making processes of OAU and the United Nations, it would not be appropriate to try to establish a rigid model for cooperation between them. Nevertheless, it is possible to identify certain principles on which cooperation should be based, including agreed mechanisms for consultation, respect for the primacy of the United Nations as set out in the Charter, a clearly defined division of labour to avoid overlap, and a coordinated approach by members of OAU and the United Nations in dealing with problems of interest to both organizations.

40. It is also possible, indeed imperative, to continue to strengthen the capabilities of OAU and to institutionalize mechanisms to give practical effect to the principles cited above. Towards that end, I have made the following proposals in this report:

(a) To post a United Nations liaison officer at OAU headquarters to help ensure effective coordination of the efforts of the two organizations in the areas of conflict prevention, management and resolution;

(b) To send a technical team on a short-term visit to assist the OAU Mechanism in organizing a situation room;

(c) To establish a staff exchange programme to assist OAU to strengthen its Mechanism and to reinforce collaboration between the two organizations, both at headquarters and at the field level. This could include, inter alia, bringing OAU planners and logisticians to the United Nations so that they may familiarize themselves with the way in which the Organization plans and fields peace-keeping operations;

(d) To share routinely with OAU information from States Members of the United Nations on the peace-keeping training they are conducting and to which other countries are invited to send candidates.

41. The United Nations will continue to have a central role with regard to peace-keeping in Africa. The region's preparedness for peace-keeping, whether as part of a United Nations, OAU or subregional operation, depends initially on the willingness of African Governments to contribute troops to such an operation. The next step is to identify any gaps in the areas of training and equipment that would impede the ability of these troop contributors to participate effectively. The third is for the international community to assist in meeting those requirements. The stand-by arrangements system provides an appropriate framework for African Governments that are interested in participating in peace-keeping operations to make that known in specific terms, to make known areas in which their capacity must be enhanced if they are to make an optimal contribution to such operations and for those needs to be matched with assistance from those in a position to provide it.

42. Although peace-building is largely a political task, its essential ingredients also include economic and social development, the protection and promotion of human rights, good governance and institution-building. Frequently these activities must accompany peace-keeping if the latter is to be successful and the larger goal of lasting conflict resolution is to be achieved.

43. In the light of the above, I have proposed in the present report a number of modest but practical measures, which can be summarized as follows:

(a) To give priority to strengthening African participation in the United Nations stand-by arrangements and to compile, as soon as possible, a complete picture of the specialized and heavy equipment needs of African participants;

(b) On the basis of this information, to promote bilateral "partnerships" to match troops with equipment;

(c) Subject to the agreement of the States concerned, to share information regarding their participation in the stand-by arrangements with OAU;

(d) To carry out by the end of 1995 a distribution campaign of United Nations peace-keeping training materials and to conduct, early in 1996, a regional peace-keeping training workshop in Africa;

(e) To conduct a peace-keeping training-of-trainers seminar, a United Nations training assistance team seminar and a civilian police training seminar in the first half of 1996;

(f) To begin organizing, at regular intervals, joint peace-keeping exercises for key officers of African contingents participating in stand-by arrangements; and, in the longer term, to be a catalyst for joint peace-keeping exercises for African units participating in stand-by arrangements.

44. In the final analysis, the success of preventive diplomacy, peacemaking, peace-keeping and peace-building in Africa, irrespective of the level of

preparedness and the effectiveness of cooperation between organizations, depends on the political will of the parties in conflict to resolve their differences peacefully. It also depends on the political will of Member States, and, in particular, of the Security Council, to support such operations and ensure that they are provided, from the outset, with the human, material and financial resources necessary for the implementation of their mandates. It is only on this basis that these instruments for conflict resolution and management can be effective in the post cold war era.